

Office Memorandum • UNITED STATES GOVERNMENT

TO : Director of Training

DATE: 9 June 1959

FROM : Chief, Language and Area School

SUBJECT: Program of Training for Effective Performance Overseas

1. CIA is primarily concerned with people. The successful discharge of its responsibilities depends upon the ability of its employees to deal with people. The behavior, beliefs, motivations and intentions of human beings as individuals and organized into societies are the raw material of its operations. Agency employees work abroad entirely within the compass of foreign societies, travel extensively abroad, or receive, assess and interpret the words and actions of foreigners and foreign societies. The Agency is directly concerned with determining what people abroad are doing and why and with what people are going to do. It is vital that it be constantly in search of ways and means for improving the capabilities of its employees to know, understand and judge people in every part of the world, and to utilize them.

2. Within the past ten to fifteen years, the steady deepening of United States' involvement in world affairs has brought about a marked increase in the number of its citizens going overseas. This has led to an intensified concern with the problems involved both in working overseas and in understanding others. Academic, business, governmental and philanthropic circles are engaging in systematic efforts to develop a higher degree of effectiveness in representing and promoting the interests of the United States. The physical and social sciences are making marked progress in studying man as a biological, philosophical and social being. An important part of these studies is the relationship of man to his social environment - the whole problem of adjustment in interpersonal and intercultural relations. With the studies that have been and are being made and with the material now available, it becomes increasingly apparent that a disciplined approach to the problem can produce desirable results.

3. As you know, the Language and Area School has been exploring the feasibility of developing a systematic coordinated program to meet the requirements of the Agency in this field. In addition to exploration and self-study in the social sciences undertaken by the senior members of the staff and improvement in emphasis and content of area and language courses, LAS's work has involved: (a) Consultation with other components of the Executive Branch of the Government concerned with the same problem; (b) consultation with universities

Document No. 0151

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Class. CHANGED TO: TS S (C)

DDA Memo

Approved For Release 2001/08/30 : CIA-RDP62-00634A000100090063-9

Auth: DDA REG. 77/1763

Date: 11 JAN 79 By: 022

doing exploratory work in this field; (c) consultation with individual anthropologists, social psychologists and others in the appropriate social sciences or related professions; (d) participation in the first experimental running of the Maxwell Institute on American Operations Overseas ("Overseasanship") at Syracuse University; (e) employment of a cultural anthropologist to develop and direct a developmental course on "Personal Effectiveness Abroad"; and (f) conducting such a course with thirteen senior Agency employees (all but one of whom had had considerable overseas experience) participating as consultants.

4. The course was most effective in pulling together ideas and information collected over a long period. At the same time the course subjected LAS theories and concepts to the critical and analytical examination of trained and experienced Agency personnel. By the conclusion of the course LAS had arrived at certain definite conclusions. It is convinced that it is necessary for the Agency to undertake a systematic program for developing overseas effectiveness. Such a program involves three steps: (a) Selection; (b) introductory training; and (c) follow-up. Selection is primarily the concern of the Office of Personnel and the operating components and is not discussed in this paper other than to point out that there are certain traits and characteristics (such as personality, temperament, physiques, etc.) which do affect one's ability to adjust to and operate with other people. Some are innate, some acquired. The Office of Training is concerned to the extent that training should be designed to develop or bring out desirable characteristics and to search out those mitigating against overseas effectiveness.

5. Introductory training should and can be initiated without delay. The first step is to offer a course on an Introduction to Overseas Effectiveness to be given four times a year for two weeks full-time. The detailed outline for such a course is attached as Annex A. This was prepared by a sub-committee for the developmental course on "Personal Effectiveness Abroad" consisting of [REDACTED] 25X1A9a and Mr. [REDACTED] working with [REDACTED] It was 25X1A9a recognized that while there are many categories of individuals in the Agency who need such training, our present capabilities are not adequate for so extensive an operation. Hence it is proposed to give initial preference in the introductory course to professional employees from DDP, DDI and DDS who have been designated for or detailed to their first overseas assignments, with one running for JOTs in this category. It is recommended that the IOE be considered a prerequisite for assignment overseas of junior and middle-grade professional employees, to be enforced as a matter of policy to the extent of LAS capabilities.

6. There is one category of individual who particularly need preparation for effective personal relationships and that is he who is

going overseas without government or organized business sponsorship. He not only is far more on his own, but in addition has added problems of adjustment due to the circumstances under which he is working. One's normal frustrations and traumas are going to be greatly increased by the problem of living a double life. One's effectiveness here depends entirely upon one's self and not upon one's representational role. ILLEGIB

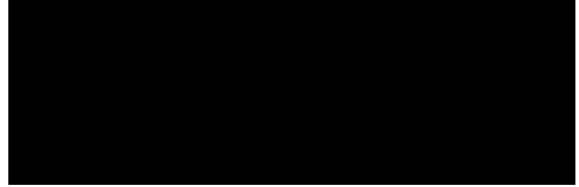
7. Follow-up involves two problems. Station Chiefs should be given the responsibility of guiding and assisting their new people with the problems of personal adjustment to both living and working in the foreign community during the first crucial months. OTR can and should develop guidance for Station Chiefs as it develops the new program of training. In addition, a Senior Seminar on Overseas Effectiveness (SSOE) should be offered for senior staff employees with overseas experience including returning Station Chiefs, both to stimulate their thinking and supplement their experience and to explore with them the ideas and concepts of training for overseas effectiveness as measured against the 25X1A6a theory and practice of Agency operations. This is for supervisors from DDI, DDP and DDS. It would run for four days full-time to permit complete detachment from day-to-day office activity, and to avoid restrictions of a working day schedule that limits association to 8 hours a day. A course outline for such a seminar will be submitted shortly.

8. In the first year LAS proposes to offer the IOE on a quarterly basis starting in September of the current year, and the SSOE semi-annually starting in November. The remainder of the program will take more time to prepare and implement.

9. There are several supplemental activities that should be given serious consideration. For one thing, as the program develops, all training components engaged in training activities relating to overseas service should be given an orientation in the problems of overseas effectiveness and ways in which OTR is solving them. Secondly, the Americans Abroad Orientation program ought to be further expanded and rewritten to include from the IOE material relevant to improving effectiveness of dependents, clerical and other employees for whom the AAO is conducted. Much has already been done along these lines, and as our lines of progress for the new program are developed, more will be done with the AAO. Thirdly, the LAS staff should not only keep constantly in touch with similar training efforts in and out of government, but should also undertake research and study on a continuing basis within the appropriate disciplines. Close contact should be maintained with all components of the Agency concerned or who may be concerned with any aspect of the problem.

10. The cooperation and support of the Clandestine Services are essential to the success of the program. Indeed, the program is specifically designed to serve the Clandestine Services and implementation

of the program requires the closest coordination with them. The proposed program is aimed at raising operational performance abroad to the highest possible peak of effectiveness through the development of the whole range of methods and techniques for knowing, understanding and utilizing human beings and human organizations.



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